KEY ELEMENTS OF NATIONAL SECURITY STRATEGY PROCESS II

By
(Rtd) Brig. Gen. Gaseikanngwe Ace Peke

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WHERE DID WE GO WRONG?
CAN WE PICK UP THE PIECES?
WHEN & HOW?
CONSEQUENCES OF COMFORT ZONES?

Adapted from ISSAT (DCAF) NSSR Training Manual (Austria 2013)
1. The Need for developing NSS and Entry Points

- Constitution
  - Basic Human Rights & The Rule of Law
  - National Principles - Democracy, Development, Self Reliance, Unity and Botho (Humanity)

- NDPs
- relative peace and prosperity: accolades – “shining example; miracle of Africa”
- Need for change dictated by
  - dynamics of the country’s economic outlook
  - social landscape and values

- NSSR not to reinvent the wheel:
  - Guidelines – cast the net wide

- 2002/2003 Commander BDF: vision to develop a small professional, effective and accountable Defence Force against the backdrop of the ever scarce national resources.
  - BDF Genesis: Merafhe – Khama – Fisher:
    - crisis management; growth amidst uncertainty;
    - priority on impulsive acquisitions; continued growth & clutter
    - re-engeneering, identify defence posture

- Direction from political masters required – definition & protection of foreign policy; domestic engagements; budget
- Transformational change required
2. Geo-Political Security Strategy Relations

UN – MDGs
Social security eg: poverty reduction

OAU – security calabash;
AU – PFSSR

SADC – Organ on Politics, Defence and Security - SIPO

BOTSWANA – VISION 2016
Seven pillars

- A ripple effect from the centre as well as strong inward pressure from external forces
- Need to strike a balance
3. Process Initiation

- Defence Review request
- Defence Council @ OP (Office of Political Affairs)
- 2003 Approval, PS to draft CAB MEMO
- Environmental dynamics at the time (2003 – 2007)
  - No Human resource capital @ OP Political Affairs
  - Execs calendar - Preps for 2004 general elections
  - Commander BDF retires
  - Post elections – new appointments
  - 2008 Change of Presidency with its mixed expectations
  - Global Economic meltdown

- Environmental drift
- Corruption, cronyism fraud, nepotism etc

(Chart Adapted from Centre for Security Sector Management – Cranfield University, UK. 2008)
4. NSSD Drivers
- Presidential Directive June 2008
- Resident at MDJS by default
  - Surrogate custodian
  - Perpetuates the myth of state referent security

5. Role of Political Leadership and National Ownership
- Very little if any; abundance of caution
- Lobby
  - Minister for MDJS
    - Driver and ambassador
    - Lobbying for political will and buy-in from cabinet colleagues
    - Lone voice of reason in the wilderness

6. National ownership
- via government consultative forums
  - Parliamentary motions
  - Cabinet Caucus – Parliament – Constituencies
  - Kgotla & Seminars
  - Parliament Question Time
- national ownership not achieved
7. Institutional Assessment of the Security Sector & Gap Analysis

7 NSSR Process Stages

• Environment Assessment – national interests; objectives
• Threat Assessment – levels and prioritisation
• Institutional Framework – SWOT; silo formations; existing (in)adequacy and roles; duplication of effort
• Gap Analysis – coordination mechanisms; accountability
• Institutional Policy Framework – revisit existing policies and amend accordingly

NOT DONE

• Implementation – resources; budget considerations
• Monitoring & Evaluation

Institutional Framework Recommendations ready for Cabinet and the President at end of Stage 5.

8. Consultation with the stakeholders

• Contributions called in from gov stakeholders.
• drafting @ Secretariat for WG; SG to approve.
• Administrative delays experienced
• No citizens and civil society involvement
• SSDAT advisory role only on Process

Overarching National Security Strategy to drive specific agency policies
9. Document Approval

- Executive approval
- Parliament approval in most cases only a rubberstamp
- Ordinarily would expect parliament to recommend approval to the Executive

10. Lessons Learnt

- Numerous challenges
  - Insufficient preparations
  - Little comprehension of both the concept and NSSD process across the stakeholder spectrum
  - Exclusive government domain
  - Organisational cultures sustaining silo formations
  - Malfeasant disposition & protection of personal turfs
  - Weak oversight mechanisms
  - Excessive power conferred on specific stakeholder entities by pre-existing pieces of legislation
11. Way Forward – A Different Approach

- Prepare a conducive environment (in-house training) on Civil-Military Relations and Evolution of Contemporary Concept of NSS for both high ranking civil service officials and Legislators.
- Identify an “ambassador” with close ties to the Executive
- Cultivate a strong political will on the part of the Executive by
  - a thorough briefing exercise pointing out both the political and economic development gains.
  - Indicate the potential risks & benefits of institutional re-engineering and how it could impact on new legislation or even the Constitution.
- Take away the process from government ownership by promoting citizen and civil society participation.
- Commit a dedicated workforce to the process to avoid disruptions

THANK YOU